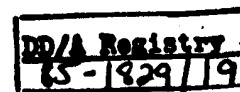


~~CONFIDENTIAL~~



08 DEC 1985

MEMORANDUM FOR: Director of Information Services

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Office of Information Services Long Range Plan

REFERENCE: Office of Information Services' FY 1986 Five Year Plan

I have reviewed and approved your long range plan. You and your staff are to be commended for your well organized and well thought-out plan. I look forward to meeting with you and your people quarterly to review the progress of your important programs to discuss any problem areas.

/s/ Harry E. Fitzwater
Harry E. Fitzwater

25X1

ORIG: DDA/Plans/



Original - Addressee
1 - DDA Chrono
1 - DDA Subject
1 - DDA/MS Chrono
1 - DDA/MS Subject

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~~CONFIDENTIAL~~

85-1829/11

OIS 85-566
29 October 1985

MEMORANDUM FOR: Deputy Director for Administration

ATTENTION:

[redacted]
DA Planning Officer

STAT

FROM:

[redacted]
Director of Information Services

STAT

SUBJECT: Planning for FY 1986

REFERENCE: Your memorandum dated 19 July 1985 (DDA 85-1829/1)
same subject

1. In response to the referenced memorandum, the Office of Information Services FY 1986 Five-Year Plan is attached for your review and approval. It reflects not only our revised Office goals and assumptions but also the revised goals and assumptions for the Directorate established in accordance with the CIA Strategic Plan, 1982-1992.

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2. The Chief, Plans and Management Staff, continues to be the focal point for drafting the OIS plan and for coordinating the FY 1986 quarterly review sessions. [redacted] can be reached on [redacted]

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Attachment:
As Stated

OFFICE OF INFORMATION SERVICES

FY 1986 FIVE-YEAR PLAN

INTRODUCTION

This updated Office of Information Services five-year plan covers the years FY 1986 through FY 1991. It reflects strategic planning at the Office level based on the revised goals and assumptions established for the Directorate of Administration in accordance with the CIA Strategic Plan, 1982-1992. Office goals and objectives as set forth herein are attainable but purposely stretch our personnel and material resources for maximum achievement.

ASSUMPTIONS

1. Attracting and retaining qualified technical and professional employees to satisfy the long term needs of the MI Career Sub-Group will be difficult.
2. Limitations on the growth of personnel and material resources for the Office will foster greater emphasis on professionalism and on enhancing the technical skill levels of careerists. Training will emphasize the use of computer systems in the handling and disposition of information.
3. Continued development of the MI Career Sub-Group will require intensive training of new careerists, upgrading of current skills, enrichment of the grade structure, and lateral entry of mid-level and senior employees on permanent assignment or rotation.
4. The Office share of the Directorate resource base will not be significantly increased as large ongoing Directorate initiatives continue to absorb the major portion. OIS management will be challenged to focus on goal-oriented resource increases and qualitative improvements rather than growth across the board.
5. Automated information systems will become integral parts of most of the Agency's major programs and activities. Retrieval techniques to better separate required information from the irrelevant will be further refined as part of the continuing automation process.
6. Because of the Agency-wide emphasis on cost effectiveness and efficiency through office automation, it will become increasingly important for OIS to take the lead in establishing requirements for managing the information maintained in electronic systems.

7. The vital records program will become recognized as an important part of the Agency's emergency planning for the continuity of essential activities in local disaster or wartime conditions.

8. Most traditional registries serving individual Agency components will be restructured into centralized facilities to provide full registry and mail services to groups of components. Known as Information Services Centers, they will provide greater efficiency in the management of sensitive and other information through the use of automatic data processing systems that promote uniform practices and procedures.

9. Management initiatives in the Information and Privacy Division will continue to help reduce the FOIA processing backlog. The beneficial effects of the CIA Information Act of 1984 will be felt to an increasing degree throughout the Agency putting further downward pressure on the backlog and processing time.

10. The Historical Review Program will continue to receive support from senior Agency management as prescribed in the CIA Information Act. Sufficient resources will be devoted to review and select documents of historical significance for transfer to the National Archives.

11. The Agency regulatory system will become increasingly automated to facilitate more efficient communications with initiators and coordinators of regulatory proposals. Published regulations will be accessible on computer terminal to Agency employees.

12. The need to use rehired annuitants for classification review, Top Secret control, and FOIA processing will continue. Their expertise will be required to supplement that of the limited number of staff employees available for these important activities.

13. OIS will continue to have the responsibility and necessary resources to direct the Agency Information Management, Historical Review, Regulatory Policy, and FOIA and Privacy programs.

GOALS

1. Develop innovative policies to attract, train, and retain skilled, motivated, and experienced employees to fill present and projected MI Career Sub-Group requirements. Provide an effective personnel management system that promotes professionalism and responsiveness to changing needs.

2. Provide employees an opportunity for career enhancement through developmental assignments, incentives for training, and meaningful rewards for excellent service. Career development must include planning for the selection of future managers who exemplify the highest degree of professionalism and leadership.

3. Promote a renewed sense of discipline and dedication to the principles and high standards of the Agency, particularly in the area of personal integrity, honesty, and security. Rekindle our collective dedication to teamwork and pride in accomplishment.

4. Encourage efficiency and innovation in the management of personnel and material resources with emphasis on full utilization, cost savings, and the elimination of waste and duplication of effort.

5. Continue to develop initiatives that promote Agency-wide improvement in information management and control. Currently, such initiatives include The Records Information System (TRIS) for the electronic control of records and the Officially Released Information System (ORIS) for the recording of Agency information officially released into the public domain.

6. Make optimum use of office automation in accomplishing our mission, including information control, storage, retrieval, utilization, and protection. Evaluate new systems and technology and exploit state-of-the-art capabilities and equipment for greater efficiency and productivity in the operation of registries, Information Services Centers, and the Agency Records Center.

7. Continue to expand the Agency-wide role of the Information Management Program, especially in the support of records management and registry operations, the establishment and operation of Information Services Centers, the conduct of component records management and TOP SECRET document audits, the servicing and preservation of retired Agency records, and the provision of advice and assistance to Agency components on information management including the control of sensitive documents.

8. Continue to improve the efficiency with which we process requests submitted under the Freedom of Information and Privacy Acts and the mandatory provisions of Executive Order 12356. Continue to reduce the response time and backlog of initial requests through sound management and effective implementation of the Central Intelligence Agency Information Act of 1984.

9. Further develop the means to apply word processing and ADP technology to the Agency's regulatory system, and maintain the quality of the regulatory process which includes the coordination, publication and distribution of all headquarters and field regulations, handbooks, notices, and employee bulletins.

10. Provide effective classification review of permanent record material over which the Agency has classification jurisdiction, including the systematic review of CIA information of historical value and information held in the files of other agencies.

11. Play a major contributing role in Directorate disaster/emergency planning, especially in the maintenance, preservation, retrieval, and utilization of the Agency's vital records.

12. Strive for the most efficient use of office space and facilities and provide an office environment conducive to employee productivity, safety, and high morale.

OBJECTIVES

1. Institute and promote an effective career development program that includes training and assignments that advance the skills and professionalism of employees responsive to the changing needs of the Agency.

Milestones

- a. Develop employee skills and professionalism through internal and external training, including professional conferences, symposia, trade fairs, and demonstrations.
- b. Initiate the formal training of MI Sub-Group careerists in information processing and control prior to their assignment to Information Services Centers or registries.
- c. Develop and implement a certification program for MI Sub-Group careerists assigned to Agency components as Records Management Officers.

2. Provide effective direction to the Agency Information Management Program to ensure adequate controls over the creation, maintenance, use, and disposition of Agency information; and to develop and encourage the application of standards, procedures, and techniques to improve information management Agency-wide.

Milestones

- a. Bring The Records Information System (TRIS) to full operational capability.
- b. Complete the search for unaccounted for Top Secret collateral documents in the office areas of all directorates and continue to review the TS holdings of key offices at the Agency Records Center.

- c. Update the Agency handbook on Top Secret collateral documents.
- d. Develop a procedures handbook for Information Services Centers and registries.
- e. Assist components in completing records dispositions in accordance with their updated records control schedules.
- f. Complete the updating of Agency vital records schedules.
- g. Assist components in the DA and DO in preparing records control schedules for their machine readable records and submit to NARA for approval.
- h. Revise the Agency Records Disposition Handbook,
- i. Conduct information management audits in four Agency components.
- j. Initiate the first phase of the records preservation program at AARC.
- k. Develop a program to audit Agency Top Secret collateral documents held by other agencies.

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3. Provide effective management and direction to the Agency information and privacy function through the receipt and processing of all requests submitted under the Freedom of Information and Privacy Acts and the mandatory review provisions of Executive Order 12356.

Milestones

- a. Continue to reduce the current FOIA processing backlog.
- b. Continue to develop and implement management initiatives for reducing response time.
- c. Enhance IPD computer systems to produce "exception" reports on a regular basis, and determine the feasibility of providing on-line case officer access to ORIS/DECAL.

4. Effectively manage and coordinate classification reviews using guidelines established by Federal statutes, Executive orders, Information Security Oversight Office directives, and Agency regulations. Serve as the focal point and develop guidelines for the review of permanent CIA records material and for systematic review programs such as the Historical Review Program.

Milestones

- a. Bring the Historical Review Program to full operational capability.
- b. In cooperation with other components, reduce processing time and enhance the efficiency of the mandatory review process under Executive Order 12356. Assess CRD's role.
- c. Improve special reviews such as damage assessments conducted on behalf of other components. Initially assess the value of reviewing FBIS material for indications of damage to U.S. national security interests.
- d. Expand the Released Information Management System (RIMS) to include declassification guidelines, and test.

5. Effectively manage the Agency regulatory system in accordance with statutes, Executive order, and Agency policy.

Milestones

- a. Maintain the regulatory system so that no headquarters or field regulation is older than three years.
- b. Complete the revision of all headquarters and field regulations issued in 1981 and before.
- c. Continue to automate the regulatory process through use of ADP equipment to communicate with initiators and coordinators of the regulations.
- d. Continue to reconcile the numbering sequence of Agency notices and handbooks with those of the headquarters and field regulations.

RESOURCE IMPLICATIONS

1. In furtherance of our office goals and objectives, the Office of Information Services is developing nine new initiatives for FY 1988 that will have resource implications. These important initiatives, which will contribute significantly to improvements in the information management and security function of the Agency, individually will require only a modest increase in personnel resources. Together they will involve some [] positions at the average grade of GS-12 amounting to an additional annual cost of []

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2. Unfunded goals and objectives relating to the servicing and preservation of retired Agency records include completing the installation of movable shelving at the Agency Archives and Records Center, an A&E study and construction of an AARC annex, and the establishment of additional communications data links between AARC and headquarters to speed the servicing of component information requests. The total required funds to be applied between FY 1988 and FY 1990 will be []

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OFFICE OF INFORMATION SERVICES FY 1986 FIVE-YEAR PLAN OBJECTIVES

<u>Objective</u>	<u>Supports DA Goal</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>Tracking Level</u>	
								<u>DA</u>	<u>OIS</u>
OFFICE-WIDE									
Develop Employee skills and professionalism through internal and external training.	1,2,4	*	*	*	*	*	*		*
Initiate the formal training of careerists prior to assignment to ISCs or registries.	1,2,4	*	*	*	*	*	*	*	*
Implement a certification program for Records Management Officers.	1,2,4	*	*	*	*	*	*	*	*

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<u>Objective</u>	<u>Supports DA Goal</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>Tracking Level</u>	
								<u>DA</u>	<u>OIS</u>
INFORMATION RESOURCES MANAGEMENT DIVISION									
Bring TRIS to full operational capability.	4,7,8	*						*	*
Complete the search for unaccounted for Top Secret collateral documents.	4,7	*	*					*	*
Update the Agency handbook on Top Secret collateral documents.	4,7	*						*	*
Develop a procedures handbook for ISCs and registries.	4,7	*						*	*
Assist components in completing records dispositions in accordance with updated schedules.	4,7	*	*	*	*	*	*	*	*
Complete the updating of Agency vital records schedules.	9	*	*					*	*
Assist DA & DO components in preparing schedules for machine readable records.	4,7	*	*					*	*
Revise the Agency Records Disposition Handbook, 	4,7	*						*	*
Conduct audits in four Agency components.	4,7	*						*	*
Initiate first phase of the AARC records preservation program.	4,7,9	*						*	*
Develop program to audit TS collateral documents in other agencies.	2	*	*	*	*	*	*	*	*

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<u>Objective</u>	<u>Supports DA Goal</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>Tracking Level</u>	
								<u>DA</u>	<u>OIS</u>
INFORMATION AND PRIVACY DIVISION									
Reduce the FOIA processing backlog.	4,7	*	*					*	*
Reduce the response time.	4,7	*	*					*	*
Enhance IPD computer systems.	7,8	*	*	*	*	*	*		*

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<u>Objective</u>	<u>Supports DA Goal</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>Tracking Level</u>	
								<u>DA</u>	<u>OIS</u>
CLASSIFICATION REVIEW DIVISION									
Bring the Historical Review Program to full operational capability.	4	*	*	*	*	*	*	*	*
Reduce processing time and enhance efficiency of the mandatory review process. Assess CRD's role.	4,7	*						*	*
Improve special reviews conducted on behalf of other components.	4,7	*						*	*
Expand RIMS to include classification guidelines, and test.	4,7,8	*							*

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<u>Objective</u>	<u>Supports DA Goal</u>							<u>Tracking Level</u>	
		<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>DA</u>	<u>OIS</u>
REGULATORY POLICY DIVISION									
Maintain the regulatory system so that no regulation is more than three years old.	4	*	*	*	*	*	*	*	*
Complete the revision of regulations issued in 1981 and before.	4	*						*	*
Automate the regulatory process through use of ADP equipment.	7,8	*	*	*	*	*	*	*	*
Reconcile the regulatory numbering system.	4	*	*	*				*	*

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OFFICE: Office of Information Services

OBJECTIVE STATEMENT: Institute an effective career development program.

RESPONSIBLE OFFICER: SIGNIFICANT FUNDING AMOUNT: \$ FY 86

DATE SUBMITTED: October 1985

0 = Submitted
X = Actual

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Develop employee skills and professionalism through internal and external training			0			0			0			0	
Initiate formal training of careerists prior to assignment to ISCs or registries												0	
Implement a certification program for Records Management Officers												0	

OFFICE: Office of Information Services

OBJECTIVE STATEMENT: Provide effective direction to the Agency Information Management Program.

RESPONSIBLE OFFICER: SIGNIFICANT FUNDING AMOUNT: \$ _____ FY 86

DATE SUBMITTED: October 1985

0 = Submitted

X = Actual

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Bring TRIS to full operational capability												0	
Complete the search for unaccounted for Top Secret collateral documents												0	
Update the handbook on TS collateral documents						0							
Develop a procedures handbook for ISCs and registries												0	
Assist components in completing records dispositions												0	
Complete updating of Agency vital records schedules												0	

OFFICE: Office of Information Services

OBJECTIVE STATEMENT: Provide effective direction to the Agency Information Management Program.

RESPONSIBLE OFFICER: SIGNIFICANT FUNDING AMOUNT: \$ FY 86

DATE SUBMITTED: October 1985

0 = Submitted

X = Actual

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Assist DA and DO components in preparing Records control schedules for machine readable records												0	
Revise the Agency Records Disposition Handbook, <input type="text"/>									0				
Conduct information management audits in four Agency components												0	
Initiate the first phase of the Records preservation program						0							
Audit Agency TS collateral documents held by other agencies												0	

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OFFICE: Office of Information Services

OBJECTIVE STATEMENT: Provide effective management to the Agency FOIA and Privacy Act function.

RESPONSIBLE OFFICER: SIGNIFICANT FUNDING AMOUNT: \$ FY 86

DATE SUBMITTED: October 1985

0 = Submitted

X = Actual

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Further reduce the FOIA processing backlog			0			0			0			0	
Continue to develop management initiatives to reduce response time			0			0			0			0	
Enhance IPD computer systems												0	

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OFFICE: Office of Information Services
 OBJECTIVE STATEMENT: Manage an effective Classification Review Program.
 RESPONSIBLE OFFICER:
 SIGNIFICANT FUNDING AMOUNT: \$ FY 86
 DATE SUBMITTED: October 1985

0 = Submitted
 X = Actual

STAT

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Bring the Historical Review Program to full operational capability									0				
Enhance efficiency of the mandatory review process			0			0			0			0	
Improve special reviews conducted on behalf of other components						0							
Expand RIMS to include classification guidelines and test												0	

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OFFICE: Office of Information Services

OBJECTIVE STATEMENT: Effectively manage the Agency Regulatory System.

RESPONSIBLE OFFICER: SIGNIFICANT FUNDING AMOUNT: \$ FY 86

DATE SUBMITTED: October 1985

0 = Submitted
X = Actual

STAT

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Maintain the Regulatory system so that no regulation is older than three years			0			0			0			0	
Revise all regulations issued in 1981 or before			0			0			0			0	
Continue to automate the regulatory process			0			0			0			0	
Continue to reconcile the numbering sequence of Notices and Handbooks to the regulations			0			0			0			0	